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CGIAR Site Integration: Providing some Guidance, Answering some questions

February 2016

Site Integration at a glance

Why?	In 2 nd phase portfolio there is a need to focus on improving coordination and collaboration through alignment of research, coordination of delivery and integration of operational functions , all supported by improved collaboration with stakeholders and enhanced partnerships .	
Where?	Site integration will be planned and implemented in at least the 20 countries identified	
Who?	CRPs -CRPs should be involved in site integration planning in those countries they operate or plan to operate in	Centers -There is a lead center(s) for each country - Centers should be involved in site integration planning in those countries they operate or plan to operate in
What?	National Consultations held in the 20 identified countries to explore National priorities and planned activities with which to align with through CRP proposals and sit integration plans.	
	Reference to site integration in CRP full proposals	Site Integration Plans to be developed
When?	CRP Full proposals submitted 31st March 2016	Site Integration Plans submitted 29th April 2016
How?	Section 3.2 and Template 2b allow CRPs to articulate their involvement and commitment to site integration in the Full proposals they will submit.	Site integration plans-of 10 pages- to be submitted by Site Integration Lead Center via email to: co-siteintegration@cgiar.org
What next?	CRP proposals to be reviewed by Site Integration Lead Centers	Site Integration plans to be reviewed by CO
	Feedback to be given to CRPs along with other review results-to strengthen their site integration	Site integration plans to be combined into single document and analysis done and synthesized on the value-addition to the 2 nd Phase portfolio and its ability to achieve the SRF.
	Implementation of site integration in the 2 nd phase portfolio to support the achievement of the SRF	

About this resource: Three main sections— with some sub-sections

1. Are you wondering what site integration is all about?–

here is information on site integration for ALL on:

- 1a. What is site integration? What are the ingredients?
- 1b. Site integration steps
- 1c. Site integration countries and Lead Center(s)

2. What do different people need to know about site integration?

2.a Are you a CRP Leader or someone working on a CRP proposal?–

here is information on site integration for CRP proposals

- How should CRPs be involved with site integration?
- What is asked for in the Guidance note?

2b. Are you a Center leading or involved in site integration and developing a site integration plan in one of the 20 countries? Here is information on site integration planning and plans

1. WHAT IS SITE INTEGRATION?

HERE IS AN INTRODUCTION

Some references to site integration in the SRF indicate that:

- We will **develop Site Integration Plans** to bring together the work of CGIAR Centers and programs in key countries, where CGIAR innovations are expected to reach millions of people.
- To devise plans for assessing impact, the CRPs will consult with representatives of partners and beneficiary groups **in key countries where they aim to deliver outcomes at scale**, including governments, NGOs, farmer organizations, processors and others along the value chain, and, ultimately, consumers.
- The **CRPs will also coordinate with each other** to ensure that, in key geographies, their activities are aligned for maximum impact. The CRPs' collective, **coordinated commitments in these geographies will be summarized in site integration plans** to enable transparent interaction with local stakeholders. The consultation process will be pursued through the GCARD Consortium.

1a. The key ingredients of site integration

Site Integration should plan for...

- **alignment of research,**
- **coordination of delivery and**
- **integration of operational functions and facilities**

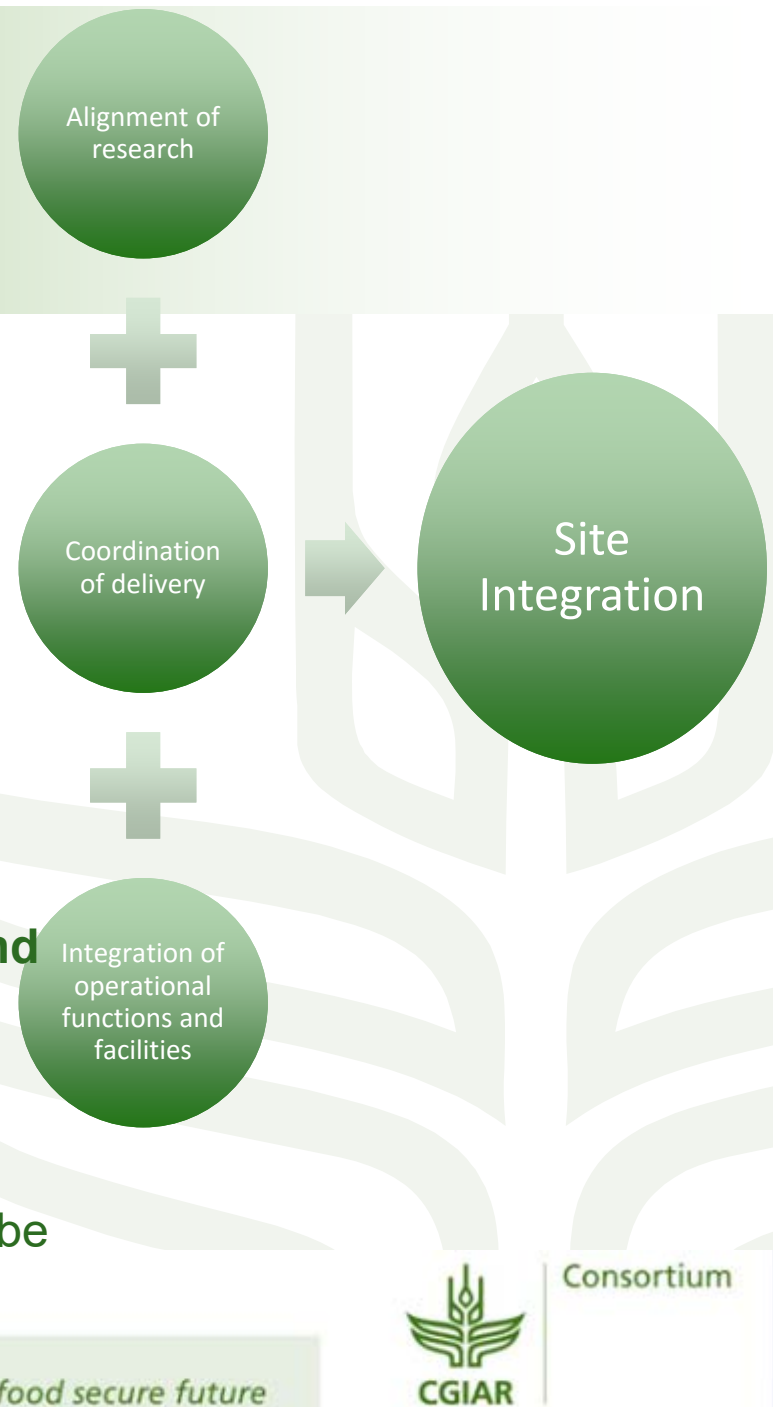
...amongst CGIAR entities (Centers and CRPs) operating in each of the selected countries.

Importantly built on:

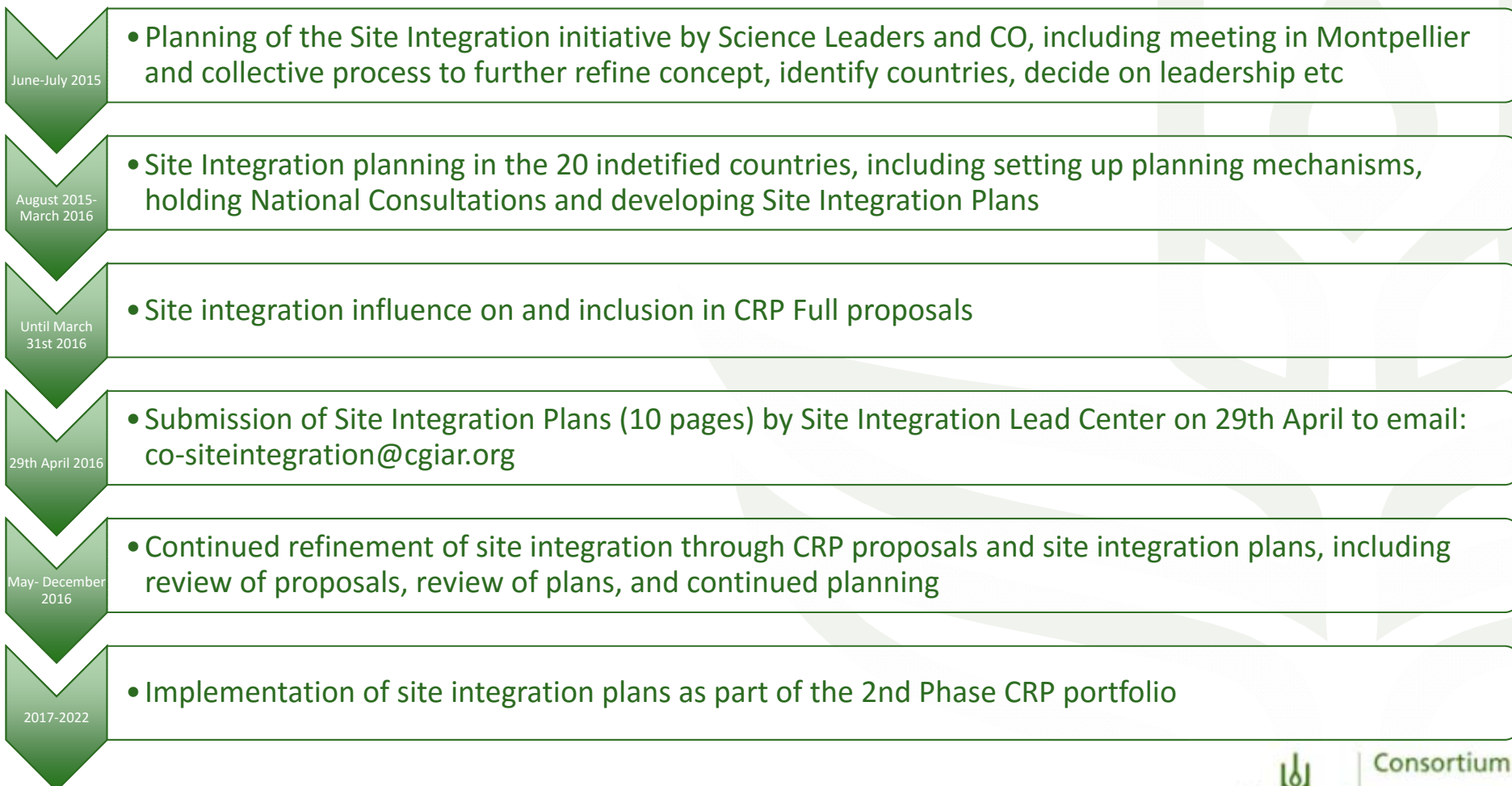
- **a good understanding of National priorities and planned actions**
- **collaboration mechanisms and partnerships with National partners and stakeholders**

All are necessary to make site integration work and be successful in achieving greater efficiency, effectiveness and impact!

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1b. Site integration: Key Steps and timeline



1c. Site Integration countries and leads

The table shows the:

- Countries
- Lead Center(s)
- Focal point(s)

Find out more at:
<http://gcard3.cgiar.org/cgiar-site-integration/>

	Countries	CGIAR Center lead	Focal point(s)
Site Integration ++	Bangladesh	IRRI and WorldFish (co-lead)	Paul Fox (IRRI) Craig Meisner (WorldFish)
	Ethiopia	ILRI	Boni Moyo (ILRI)
	Nicaragua	CIAT	Elcio Guimaraes (CIAT)
	Nigeria	IITA	Alfred Dixon (IITA)
	Tanzania	IITA	Regina Kapinga (IITA)
	Vietnam	CIAT (ICRAF to closely support)	Dindo Campilan (CIAT)
Site Integration +	Burkina Faso	CIFOR	TBD
	Cameroon	ICRAF	Zac Tchoundjeu (ICRAF)
	DRC	IITA	Nzola Mahungu (IITA)
	Ghana	IWMI	Funke Cofie (IWMI)
	India	ICRISAT	Peter Carberry (ICRISAT)
	Kenya	ICRAF	Ravi Prabhu (ICRAF)
	Malawi	CIP (for first two years then followed by ICRISAT)	Paul Demo (CIP)
	Mali	ICRISAT	Ramadjita Tabo (ICRISAT)
	Mozambique	CIP	Adiel Mbabu (CIP) and Maria Andrade (CIP)
	Nepal	IWMI and CIMMYT (co-lead)	CIMMYT: Arun Joshi IWMI: Fraser Sugden (Srabani Roy)
	Niger	ICRISAT	Malick Ba (ICRISAT)
	Rwanda	CIP (rotating leadership, starting with CIP and then CIAT)	Kirimi Sindi CIP)
	Uganda	CIP and Bioversity have agreed with the principle of establishing a light Steering Committee with a chair rotating every 2 years. Bioversity will be the first chair followed by CIP	Eldad Karamara (Bioversity)

Are you a Center leading or involved in site integration and developing a site integration plan in one of the 20 countries?

2A. INFORMATION ON SITE INTEGRATION PLANNING AND PLANS FOR SITE INTEGRATION LEAD CENTERS AND OTHERS INVOLVED

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Site Integration Lead Centers and other Centers and CRPs involved in each country: What is expected overall?

- A. Work together on site integration planning, through some sort of collective mechanism (e.g site integration steering committee)
- B. Organise a National Consultation to explore National priorities and actions to align with –to be reflected in the site integration plans
- C. Develop a site integration plan
- D. Submission of a site integration plan by Lead center(s) for site integration [date= April 29th 2016]
- E. The Consortium will request the Lead Centers in each of the 20 site integration countries to review whether and how the CRP Full proposals align with the country coordination and site integration plans. (Guidance document page 21)- which should be used by CRPs in the revision of their proposals

A. Work together on site integration planning, through some sort of collective mechanism (e.g site integration steering committee)

It is expected that CGIAR entities in the 20 countries lead by a Site Integration lead center (s) should...

- Meet together to discuss and plan for site integration- including both Centers and CRPs
- Determine how discussions and decision-making on site integration can take place
- The Lead Center plays the role to facilitate this process but it requires involvement of all centers and CRPs operating or planning to operate in each site integration country
- Determine how site integration will continue to be lead and implemented
- Think about any possible cost implications for site integration and how these could be covered, especially through any inclusion in CRPII budgets (Note: site integration should eventually lead to greater efficiencies and cost savings)
- Consider how ongoing engagement and dialogue with National partners and stakeholders—beyond GCARD3 National Consultations- can take place to keep site integration aligned with National priorities, actions and actors.

B. Organise a National Consultation (as part of GCARD3)

It is expected that CGIAR entities in the 20 countries lead by a Site Integration lead center (s) should...

- Explore and better understand National priorities and planned activities to inform both CRP proposals and site integration plans
- **Organise the consultation together with other CGIAR entities** (Centers and CRPs)
- **When:** 6 National Consultations to be organised in 2015, the remaining 14 to be held in Q1 of 2016
- **Cover the costs** together- these should be agreed on by the group
- **Seek broader participation** than usual- inviting other Ministries (e.g Finance), Private Sector, NGOs, organisations focused on gender, youth, CapDev, etc [Note: Please liaise with GFAR for support on identifying possible participants]
- Ensure the consultations are **well documented and communicated**, (to go on CGIAR GCARD3 website) including:
 - A communication piece prepared a few days after the event (e.g blog, newsletter article, video etc)
 - All workshop documents provided (agenda, participants list, presentations etc)
 - Full report provided within a TWO weeks of the event

National consultations: some examples

Find out more at- <http://gcard3.cgiar.org/national-consultations/>

Nigeria

- 16-17th November 2015
- Centers- CIMMYT, IFPRI, Bioversity, CIP, IITA, WorldFish, IWMI, AfricaRice, ILRI, ICRISAT, CIAT, Global Crop Diversity Trust (GCDT)
- Current CRPs- PIM, WLE, CCAFS, Livestock&Fish, GRiSP, Wheat, Dryland Cereals and Grain Legumes



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Nicaragua

- 17-18th November 2015
- Six CGIAR Centers- Bioversity, CIAT, CIMMYT, CIP, ICRAF, and IFPRI- representing nine CRPs which are active in the region (A4NH, CCAFS, FTA, Humidtropics, L&F, Maize, PIM, RTB, and WLE)



CGIAR

C. Develop a site integration plan

- Based on ten elements covering alignment of research, delivery and operations (see next slide for full details of the elements)
- Describe for the particular country:
 - **the current situation** of CGIAR presence and integration in country
 - **the future plan/situation for CGIAR site integration**
 - **how will future plans/situations be achieved-** what mechanisms, processes and timelines will be adopted
- Consider some **possible aspirations** to help formulate the ‘future plans/situations/vision’ for site integration plans (see slide on aspirations)
- In a document of no more than **10 pages**

Site Integration Plans should be formulated based on ten elements covering alignment of research, delivery and operations:

1. **Establishing a sustained mechanism for collaboration amongst CGIAR entities**
2. **Carrying out ongoing dialogue and engagement with partners and stakeholders** to understand and align with the national priorities and actions and to establish and maintain partnerships
3. **Collectively meeting the goals and targets of the SRF related to the particular country**
4. **Aligning research activities** (also consider combined systems work ; gender and inclusive growth)
5. **Producing joint research outputs and public goods including knowledge, technologies, tools, methods, evidence, processes and platforms.**
6. **Making use of a common set of research sites**
7. **Sharing CGIAR facilities, infrastructure and equipment**
8. **Making effective and efficient use of CGIAR staff**
9. **Achieving greater delivery and scaling of CGIAR research (consider key instruments of communication, capdev, etc)**
10. **Streamlining policy engagement**

Being aspirational: some possible 'targets' to aim for in site integration

- Below we provide some 'aspirational targets' that can help with the formulation of the vision for site integration in each country.
- It is recognized that site integration may happen differently in the different countries with advancement along some elements taking place more quickly or feasibly than for others.
- It is recommended that in the site integration plan you indicate any initial feasibility assessment you may have or that you would undertake which could provide a clear argument for the goals and trajectory of site integration in that specific country.

Being aspirational: some possible targets to aim for in site integration (Elements 1 & 2)

1. Establishing a sustained mechanism for collaboration amongst CGIAR entities

Target: Site Integration Steering Committee involving all CGIAR entities operating in the country plus the Consortium established and managing site integration activities through appropriate assigned roles, frequency of meetings and confirmed decision-making process.

2. Carrying out ongoing dialogue and engagement with partners and stakeholders to understand and align with the national priorities and actions and to establish and maintain partnerships

Target: GCARD3 National Consultation to be carried out in 2015/Q1 2016

Target: Established mechanism for regular dialogue and engagement with key partners and stakeholders to maintain relationships

Target: Joint partnership strategy for CGIAR entities in that country

Being aspirational: some possible targets to aim for in site integration (Elements 3,4,5)

3. Collectively meeting the goals and targets of the SRF related to the particular country

Target: A set of common sub-IDOs with indicators, targets and metrics developed and used

Target: A single monitoring, evaluation and measurement system in place

4. Aligning research activities (also consider combined systems work ; gender and inclusive growth)

Target: A clear set of joint research activities developed and implemented

5. Producing joint research outputs and public goods including knowledge, technologies, tools, methods, evidence, processes and platforms.

Target: A key number of research outputs and processes jointly produced.

Being aspirational: some possible targets to aim for in site integration (Elements 6,7,8)

6. Making use of a common set of research sites

Target: More than 50% of the research sites in the country are used by the collective CGIAR presence

7. Sharing CGIAR facilities, infrastructure and equipment

Target: Implementation of a shared service model to provide a suite of shared services to achieve efficiency and effectiveness by 2019

Target: Reduction to a single CGIAR office by 2022

8. Making effective and efficient use of CGIAR staff

Target: Examples of shared staffing arrangements by 2019

Target: X% research staff and y% non-research staff are shared between CGIAR entities

Being aspirational: some possible targets to aim for in site integration (Elements 9 & 10)

9. Achieving greater delivery and scaling of CGIAR research (consider key instruments of communication, capdev, etc)

Target: Initially a few examples of collective efforts towards delivery and scaling

Target: Later 1-2 key case studies of successful delivery and scaling up through joint CGIAR activities

10. Streamlining policy engagement

Target: An established mechanism and process for 'one voice' and engagement with government and policy bodies

D. Submission of a site integration plan and next steps

- Submit what: The Site Integration plan should be **a document of no more than 10 pages** (see slide above for more details on what should be included)
- Submit from who: Lead Center(s) of Site Integration
- Submit when: **Friday 29th April 2016** (Note: one month after CRP proposal submission)
- Submit to who and how: Please send the site integration plans to the CGIAR Consortium Office **by email** to [**co-siteintegration@cgiar.org**]

The site integration plans will then follow the **next steps**:

- Site Integration Plans will be uploaded to the GCARD3 website
- CO (possibly with some external support) to review the Site Integration plans
- CO to consolidate into a single document outlining the added-value of site integration for the 2nd phase portfolio & how it contributes to the SRF
- Feedback on plans to be provided to the CRPs along with the review feedback from ISPC on their proposals [June 23rd]

E. Site Integration Lead Centers to review CRP Full proposals

According to the Guidance document (page 21):

“The Consortium will request the Lead Centers in each of the 20 site integration countries to review whether and how the CRP Full proposals align with the country coordination and site integration plans.”

- which should then be used by CRPs in the revision of their proposals

Are you a CRP Leader or writing team member working on a CRP proposal?

2B. INFORMATION ON SITE INTEGRATION FOR CRPS AND CRP PROPOSALS

CRP involvement with Site Integration: CRPs are expected to...

- **Participate in site integration planning** including National Consultations and developing site integration plans
- **Consider site integration in the planning of their second phase research programs:** countries, working with other entities, alignment of research, delivery and operations with other entities, etc
 - Including considering any budget needs for implementing site integration (although overall site integration is intended to help CGIAR centers and CRPs operate more efficiently and create cost-savings, so should not require a lot of long term budget allocation)
- **Articulate their involvement and plans for site integration in the CRP Full proposals-**as indicated in the Guidance document (see next slides)

As indicated in the Guidance Document for full proposals- CRP's are expected to provide...

Section 3.2 Site integration (pages 20-21)

- a. An indication of the site integration (+ and ++) **countries** in which the CRP is involved.
- b. **Documentation of the engagement and consultation activities** that this CRP has been involved in towards achieving country plans and site integration planning, both internally and externally e.g. documents shared through the GCARD3 website (www.gcard3.cgiar.org).
- c. With **reference to the site integration plans developed** or to be developed for each of the countries applicable to this CRP, show how these have led or will be developed in into identifiable research activities and associated funding detailed in the Full Proposal.
- d. **How Centers and CRPs will collaborate will increase efficiency and effectiveness in each country**, through shared research sites, infrastructure, facilities and offices, and speaking with one CGIAR voice with the national government, coordinated by the Lead Center for each country as selected by the centers.

As indicated in the Guidance Document for full proposals- CRP's are expected to provide...

Template 2b: Plans for site integration in CGIAR target countries

- In the countries you have identified as important to your CRP, please complete the template, identifying the steps taken so far - and with a schedule for completion - for site integration (for ++ and + countries) with other CRPs.

Target country (++ and + countries relevant to your CRP)	Define steps taken so far (March 2016) to establish national level engagement with other CRPs towards site integration	Define plan and schedule through which your CRP will provide relevant elements for development of CGIAR site integration in this country
Country A		(Responses here should be guided by the outline steps provided in the site integration annex table of instructions to authors.)
Country B		
Etc.		



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WHAT'S GOING
ON

ABOUT
GCARD3

ONLINE
CONSULTATIONS

NATIONAL
CONSULTATIONS

REGIONAL
CONSULTATIONS

GLOBAL EVENT

RESOURCES

EVENTS



CGIAR moves to work better together and align with Nigeria's national agenda



On Monday 16th and Tuesday 17th November 2015, CGIAR centers and programs working in Nigeria and key representatives of the country's agriculture stakeholders—from farmers' organizations, development agencies, donor organizations, the private sector, private and public extension actors, regional organizations, research partners in the national program, the media, and policymakers—came together in a move to work...

Nadia Manning-Thomas

Events

Bangladesh National Consultation

On December 14, 2015

Location: Unnamed Road, Bangladesh
by Nadia Manning-Thomas
CRP Consultations, GCARD3 Events

GCARD3 Organising Committee meeting 3

On July 24, 2015

Location: 34000 Montpellier, France
by Nadia Manning-Thomas
GCARD3 Events

GCARD3 Organizing Committee Meeting No. 4

On August 6, 2015

Location: 34000 Montpellier, France
by Nadia Manning-Thomas
GCARD3 Events

GCARD3 Organising Committee meeting 5

On September 11, 2015

Location: 34000 Montpellier, France

For more information on GCARD3 and Site Integration:

<http://gcard3.cgiar.org/>

<http://www.gfar.net/gcard/about-gcard3>

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